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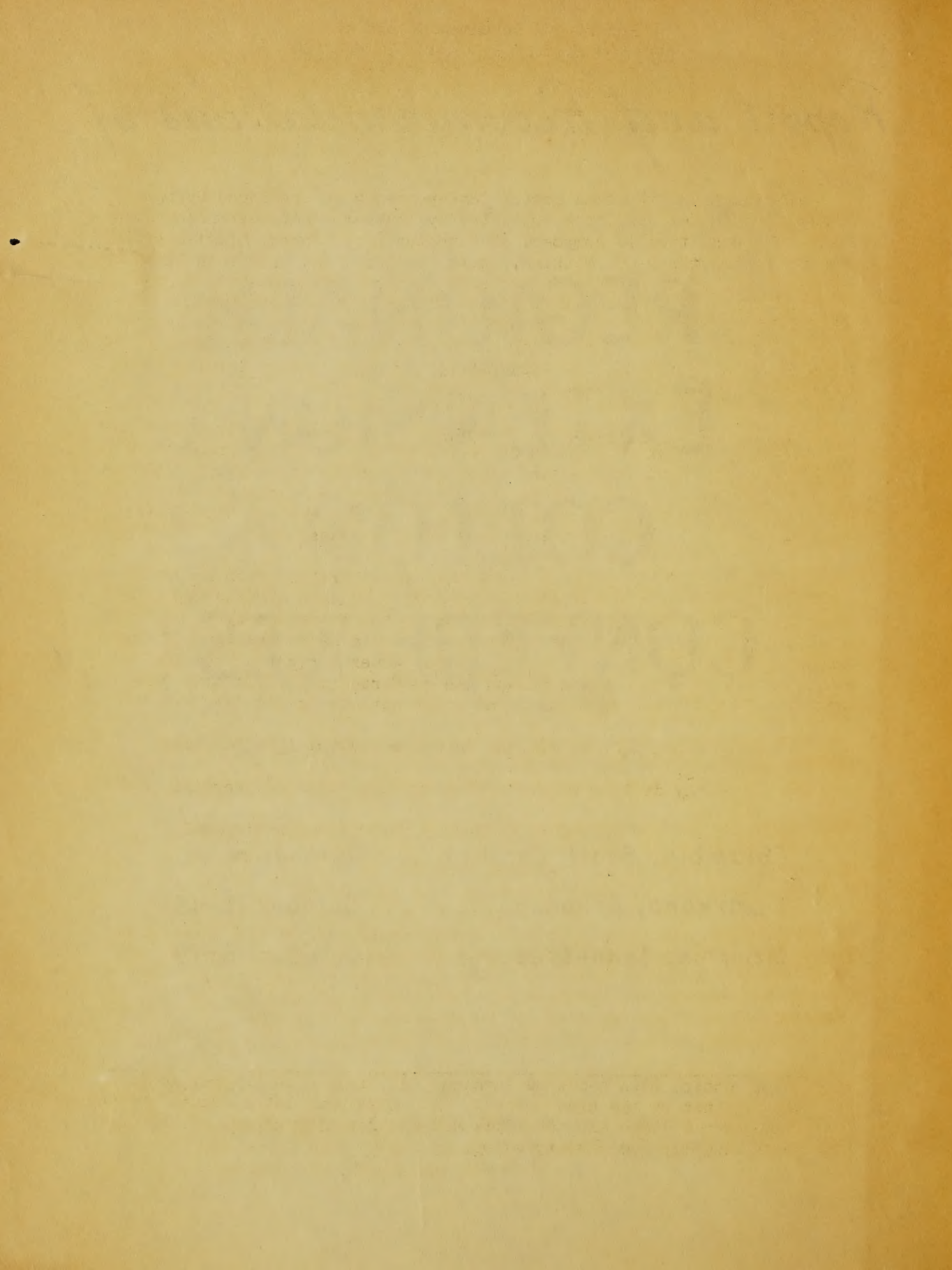
Report and Recommendations of

REGIONAL EXTENSION COTTON CONFERENCES

Columbia, South Carolina October 4 - 5
Texarkana, Arkansas October 12-13
Memphis, Tennessee October 18-19

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The Regional Extension Cotton Conferences were sponsored by the Cotton Educational Committee appointed by Southern State extension directors. The committee is composed of Director L. I. Jones, Mississippi, chairman; Director D. W. Watkins, South Carolina; and Associate Director J. D. Prewit, Texas. The meetings were planned last summer as a means of bringing up to date in light of the present cotton situation the coordinated seven-step* cotton educational program. The Southern extension directors have been carrying on this program since 1945 in cooperation with the Department of Agriculture and other groups interested in cotton and Southern farming.

In advance of the regional conferences the extension directors' cotton committee met in Washington September 19 and 20 with representatives of the Department of Agriculture agencies interested in cotton. Because of the shortage of cotton, plans for the conferences quickly shifted to the need for greatly increasing production in 1951 and how that could best be done by farmers in a long-time sound business way.

About 115 extension specialists and administrators from 13 States attended one of the three regional meetings. At each meeting the program emphasis was on a discussion of the cotton situation by E. D. White, Assistant to the Secretary of Agriculture, and a representative of the National Cotton Council of America. After general reports from the various States and specialized groups the conferences divided into committees to recommend educational and other actions needed in:

1. Farm management to fit the increased cotton into balanced farming.
2. Agronomy dealing with the seed supply, soils and fertilization.
3. Agricultural engineers including farm mechanization and ginning problems.
4. Insect and disease control.
5. Marketing and uses of cotton.

The recommendations of these various committees at the three conferences have been brought together as follows:

* 1. Fit cotton into balanced farming. 2. Take care of your soil. 3. Get together on the best variety. 4. Make your labor count. 5. Control insects and diseases. 6. Pick and gin for high grade. 7. Sell for grade, staple, and variety value.

GENERAL RECOMMENDATIONS

We recognize:

1. That there is a serious shortage of cotton for the first time since the Civil War, due to (a) reduced acreage, bad weather and low production in 1950, (b) high consumption of cotton in the United States and (c) much bigger demands from recovering foreign countries.
2. That there is an opportunity for cotton farmers to expand production, and that there is a need for meeting market demands if farmers are to hold these markets at home and abroad, which otherwise would have to turn to rayon and other competing fibers.
3. That the Secretary of Agriculture in line with the Outlook has announced that there will be no cotton quotas or allotments in 1951 and that we need to produce 16 million bales or more cotton. That is a 60 percent increase in production over this year.

We believe:

4. That this record increase in production in one year can, with favorable weather, be attained, but that it should be done in line with good farm management without plowing up pastures and otherwise sacrificing balanced farming progress built up over the years.
5. That the situation should be explained to farmers from a business, not emotional and patriotic standpoint, and that farmers should be assured as quickly as possible that every effort will be exerted by the Department and cooperating commercial groups to help them get the necessary fertilizer, insecticides, machinery, labor and credit for the increased production.
6. That if farmers produce 16 million bales in 1951 they will have to greatly increase yield per acre through better fertilization, insect control and cultural practices in addition to increasing acreage. If acreage were increased one-third over 1950 yield, it would still have to be increased about 27 percent.
7. That fullest possible cooperation of the Extension Service, the Production and Marketing Administration, the research agencies of the Department and State colleges and all groups that have been cooperating in the Seven-Step Cotton educational program will be necessary.

We recommend:

8. That the Extension Service immediately strengthen and intensify its cotton educational program in every way possible in cooperation with all groups and agencies.

9. That the strongest possible outlook educational program be planned with emphasis on cotton and balanced farming, to lay the facts of the situation before farmers.
10. That each State quickly make fullest use of the State and county Seven-step cotton committees, or create such committees. These committees should consist of representatives of all organizational groups and agencies concerned with the production and marketing of cotton in the respective States and counties. Experience in States where such committees have been active show that they can play an important part in helping to plan and carry out an integrated program in which all segments of the industry and all agencies can cooperate.
11. That plans already well advanced in most States to urge farmers, cotton improvement groups, oil mills and others to save ample seed supplies be intensified, and that other immediate problems include stronger than usual programs to get farmers to (a) destroy stalks early to control boll weevils, (b) order proper fertilizers and insecticides early and store them properly, (c) get machinery in good shape including ordering needed repair parts early, and (d) grow all possible cover crops in line with adopted local rotation to store nitrogen in the soil.
12. That each State through its cotton committees immediately determine its maximum cotton production opportunity on a State basis, in line with balanced farming progress and needs in the area and lay plans to help farmers attain that production. This type of local determination is very essential as a base for Extension Service educational efforts to help farmers get needed cotton production in line with balanced farming, but should be done in cooperation with PMA which needs similar State and county figures as a basis for determining the fertilizer, insecticides, machinery, labor and other material farmers must have to produce the needed cotton.

FARM MANAGEMENT

In view of the small cotton crop of 1950, the increased current rate of cotton consumption by American mills, and the recent heavy exports, the following suggestions are made with reference to needs for intensification and adaptation of Extension work in the field of farm management as it affects cotton farms and farming areas:

I. Educational Work on the Cotton Situation

There is need for strong Extension efforts to inform every cotton grower of the facts in the cotton situation and of their implications as to his farming plans for 1951 and the years ahead. An important Extension responsibility is to help and encourage farmers to appraise

their resources and opportunities in light of these facts. They need to make such appraisal in adjusting their farming operations so as to make maximum use of their land, labor, equipment and other resources and available supplies of fertilizers, insecticides, etc., in the year and years ahead.

On some farms this will involve increased acreage of cotton in 1951. On some it will involve increased expenditures per acre of cotton in expectation of higher yields. On some it will involve both, and on some it will involve neither.

A. Procedure.--A suggested first step in this educational work is a series of meetings of Extension workers in which the cotton situation is discussed and plans laid for an effective educational program.

It is suggested that newspaper and radio publicity be initiated early and carried on in detail during the fall and winter months.

A series of meetings of farm people in the major cotton-producing areas of each State is strongly suggested. Such meetings are suggested primarily as a means of face-to-face contact with large numbers of farmers, in which facts of the cotton situation can be discussed in light of their situations, problems, opportunities and plans.

B. Content.--The following aspects of the cotton situation deserve emphasis in this educational work because of their implications as to farmers' immediate decisions and longer-time plans:

- (1) Supply of and demand for cotton, domestic and foreign.
- (2) Possibility of loss of markets to synthetic fibers and to foreign producers.
- (3) Price supports.
- (4) Price analysis.
- (5) Prospective availability of insecticides, fertilizers, labor, seed, and equipment.

Information along these lines should be presented and discussed in such a way that each farmer will have opportunity to make his decisions and plans in terms of best alternatives for his farm business as a whole, rather than in consideration of his cotton enterprise alone.

The immediate cotton situation should be dealt with courageously, but dealing with it should not lead to ignoring the long-time adjustment problems confronting farmers in many parts of the South. Farmers should not be allowed to lose sight of these problems, or encouraged to cease their efforts toward their solution or to make increases in cotton acreage which are not in harmony with sound balanced farming programs.

To facilitate State extension efforts in this important educational job, the Department of Agriculture is requested to prepare and distribute to the cotton States a written statement and a set of slides or

slide materials on the cotton economic situation, including something on fitting cotton into a balanced farming program and material dealing with the possibility of increasing cotton production without upsetting a balanced farming system.

II. Fitting Cotton Into Balanced Farming

There is a need for more information and stronger emphasis on Step 1 of the 7-Step Cotton Program, which is "Fit Cotton Into Balanced Farming." A leaflet or circular on this subject is needed. It is suggested that the Southern Farm Management Extension Committee be requested to consider preparing such a publication for optional use in each State with or without amendments. A major source of material for such a publication should be the experience and information gained to date in Extension demonstrations of improved use of resources on individual farms. These are referred to variously as balanced farming demonstrations, farm unit test-demonstrations, etc.

Increased emphasis needs to be placed on such Extension demonstrations of better use of resources on representative individual farms.

III. Area Cotton Opportunity Appraisals

It is suggested that the Land-Grant College in each State take the lead in working with farm leaders in appraising on an area basis the opportunities for increased cotton production which are in harmony with balanced farming programs. This will be of great help in planning the meetings suggested above and in conducting the entire Extension program as related to cotton and cotton farms.

IV. Rental Agreements

There is need for further Extension work toward improved rental agreements on cotton farms. In particular, attention needs to be called to the importance of agreement in advance between the two parties as to the use of fertilizers, insecticides, soil building crops, etc., and the division of costs of these items.

V. Credit

Intensified efforts to inform farmers of sources and types of credit available and to inform lenders of the farm financial situation may be necessary if farmers are to make the best possible adjustments to the 1950-51 cotton situation.

In particular, attention of farmers should be called to the need for including the cost of fertilizers and poisons in their annual budgets in making their financial plans and arranging for any credit needed.

AGRONOMY

Due to the acute shortage of cotton and the demand for increased production in 1951, measures should be taken to alleviate this shortage through practices that will be applicable to a sound, long-time balanced farm program and immediate measures should be taken to overcome prospective shortages of planting seed and fertilizers.

I. Varieties and Planting Seed

- (1) Due to the prospective shortage of breeders and certified planting seed, ginneries, oil mills, seedsmen and farmers should be urged to save and store adequate quantities of planting seed for planting the 1951 cotton crop. This seed should be of best quality and origin available so as not to disrupt the standardization program which must be maintained in a long-time program for cotton to hold its competitive position with synthetic fibers.
- (2) Conduct a follow-up planting seed survey to be made jointly by the Federal Extension Service Cotton Specialist and the Cotton Division of the Bureau of Plant Industry to determine the available supply of planting seed by varieties for 1951 planting and make results available to the States.
- (3) All seed should be treated to control diseases that normally occur during germination and early seedling stage.
- (4) All seed should be checked for germination and planted at rates proportionate to its viability.
- (5) The one-variety cotton improvement program which has been in operation for the last two decades has been primarily responsible for the introduction and the general adoption of new and improved varieties which have made it possible, at the farm level, to increase yields significantly and improve the quality of the lint and seed greatly. Every effort should be made to maintain and expand this activity.

The main objectives of this program have been and should continue to be as follows:

1. To provide uniform cotton in large volume; that is, uniform from the fiber properties standpoint.
2. To provide cotton with agronomic characteristics which fit the production situations without altering the limits established for uniformity of fiber properties.
3. To provide the structure for rapid introduction of significant gains in research (new and improved varieties, improved production practices, etc.) and to meet more quickly changing market demands.

Any overall cotton education program under consideration should definitely include the further development of one-variety communities and the standardization of production. In order to implement this part of the program, the following is suggested:

- (1) Increase efforts to develop further standardized production through existing local organizations and the establishment of additional organizations where needed.
- (2) Intensify efforts to develop an adequate planting-seed program to supply growers in local areas with pure seed of the adapted varieties not more than two years removed from the breeder at a reasonable cost.
- (3) Aid in the development of lint identification systems when requested by local organizations.

As an integral part of the cotton improvement program, one variety standardization is not in conflict with any other steps in the seven step program, but it can aid their implementation through the local cotton improvement associations.

II. Soils and Fertilizers

- (1) Plant cotton only on land adapted to cotton.
- (2) Encourage farmers to employ rotation systems which would include the growing of winter cover crops to increase soil fertility, and to aid in the control of certain plant diseases.
- (3) Prepare seed bed thoroughly and as far in advance as practicable. (Follow State recommendations for turning under cover crops on land to be followed with cotton.)
- (4) Urge farmers to anticipate their fertilizer needs based on State recommendations, place orders immediately and accept early delivery.
- (5) Follow State recommendations as to amount, analysis, time and placement of application.

AGRICULTURAL ENGINEERING (Mechanization and Ginning)

The following objectives and suggestions are proposed to aid in formulating a cotton program for the emergency in 1951 as well as long-time improvement.

A. General Objectives

1. To produce, harvest, and gin cotton most efficiently to achieve the kind, quantity, and quality needed for domestic and foreign markets, without hindering progress in soil and water management and balanced farming.

2. To select, maintain, and use the most economically efficient equipment available for the cotton farm.

3. To have mechanical and related phases of engineering fit the needs of farm management, agronomy, soil management, insect and pest control, and marketing in an efficient cotton program.

4. To have approved agricultural engineering practices incorporated in regional, State, and county cotton programs.

B. Emergency Objectives

1. To provide adequate supplies of farm machinery and materials for production, harvesting and ginning.

2. To have existing farm machinery repaired, reconditioned, protected, and operated in ways that will make it most productive and useful in 1951.

C. Basic Principles

We suggest that the following basic principles be used in selecting and using machinery:

1. Select each machine according to its capabilities and the cost of operation.

2. Plan lay-out of fields to take advantage of topography, soil type, and the degree of mechanization.

3. Keep machinery properly adjusted, serviced, and maintained.

4. Operate machinery safely, timely, and skillfully in accordance with approved agricultural engineering practices.

These basic principles apply to the following steps in cotton production: Disposal of crop residue, seed bed preparation, planting, fertilizing, weed control, insect and disease control defoliation, and harvesting.

The agricultural engineers recommend that quality ginning during the coming expanded crop season can best be attained by continuing to emphasize the 4-point ginning program as follows:

1. Maintain uniform loose rolls.
2. Keep overflow to a minimum.
3. Use only cleaning equipment necessary.
4. Use only enough drying to assure smooth ginning.

We further recommend that extension guidance toward expanded cotton acreage should give full consideration to local facilities for ginning

and storing the cotton and cottonseed products. Since ginning, crushing and product storing facilities will not likely be built to care for new crop areas next year, undue weather losses of cotton and cottonseed can be held to a minimum by recommending reasonable acreage increases near existing ginning, crushing, and storing facilities.

Other Factors and Procedures:

Determine the needs for farm machinery and supplies and present the data and recommendations to the USDA office of Materials and Facilities to aid in getting the necessary supplies.

Prepare calendars of farm machinery operation and supply this information to manufacturers and distributors in time for their shipment of machinery where it is needed.

Training schools should be developed and conducted to train operators in the complicated operations of certain cotton production machinery.

In conducting training schools, effort should be made to maintain and increase cooperation between all agencies--private, commercial, and government--providing agricultural engineering services.

Each State should develop an approved list or calendar of engineering practices suited to soil and climatic conditions. These practices should include tools for various jobs, and labor-saving devices, or combination of them based upon the research findings and other approved practices of that State or region.

INSECTS AND DISEASES

The great need for expanded production of cotton emphasizes the necessity for controlling insects and diseases which are primarily responsible for heavy losses each year. Research results and farm experience have shown that yields can be increased from 1/2 bale to a bale of cotton per acre under moderate to heavy cotton insect populations.

Populations of cotton insects were high early in 1950 and boll weevils continued to emerge from hibernation until mid-summer. During the growing season boll weevils built up destructive populations almost as far north as cotton is grown which is considerably north of their normal range.

The demand for a great increase in cotton yield will necessitate the planting of additional acreages to cotton and to step-up the per acre yield on the present acreage, both of which will necessitate additional supplies of insecticides. The demand for increased supplies of insecticides on the present acreage will result from many growers carrying on a more complete insect control program in 1951 than in 1950.

Present indications point to the probability that the supply of cotton insecticides, for use in 1951, will be in close balance with the requirements. If insects occur in average abundance, the supply of

insecticides may be very tight. If farmers expect to have the kind of insecticides they prefer, they should make every effort to obtain at least a part of them well in advance of the earliest need.

The factors affecting the insecticide situation also pertain to the supply of seed treatment chemicals. It is imperative that parties concerned with the treatment of cotton seed, for the prevention of angular leaf spot and sore-shin, obtain their materials so that all seed can be treated at least 30 days before planting. Rotation and agronomic practices should be employed to reduce the loss from fusarium wilt and Texas root rot in areas where these diseases occur.

The overall supply of equipment is adequate even though there may be temporary shortages of certain kinds of limited areas. The program on equipment should be based on getting present dusters and sprayers in good working order for use next year rather than on stimulating the purchase of new equipment.

Organization

An all out insect and disease control effort as part of a seven step cotton program should involve careful thought as to surveys, recommendations, planning, organization and control methods.

In order to obtain an effective cotton insect and disease control program there must be a well organized and coordinated program on county and State levels. To implement the program in a State there should be a State-wide committee which will promote, advise and develop the state cotton program; a technical committee which will prepare recommendations and serve in an advisory capacity regarding problems concerning insect and disease control; and a state agricultural extension committee as designated by the Director of Extension. The technical committee should consist of all State and Federal workers in engineering, plant pathology, agronomy and entomology who are concerned with the control of cotton insects and diseases.

The operation or execution of a large scale cotton insect control program is complex and requires the close cooperation of a large number of people.

The organization should be so designated as to appraise industry of the needs for insecticides and fungicides; also, to appraise all cooperating agencies of the need for cotton insect control based on surveys of insect populations and to inform them of the recommendations for insect control.

Operations

The following steps, on a calendar year or seasonal basis, are offered as a guide to State workers who are concerned with planting area, State-wide or county-wide programs:

1. Winter

- A. State or area meetings with insecticide suppliers and applicators.
- B. District meetings with county agents and farm leaders.
- C. General county (parish) meetings stressing early purchase and farm storage of insecticides and equipment.
- D. Radio, newspaper, circular letters, and posters on early purchase and farm storage of insecticides and equipment.
- E. Secure the cooperation of the farm loan agencies, all mills, ginneries, fertilizer associations and other groups concerned with the production of cotton.

2. Spring

- A. Survey of boll weevil survival by Federal and state entomologists.
- B. Continue holding meetings on cotton insect control. Give information on the survival of boll weevils and the control recommendations.
- C. Newspaper and radio releases on boll weevil survival.
- D. Make boll weevil per acre counts on seedling cotton.
- E. Give method demonstrations on procedure for making boll weevil counts per acre in order to determine when and where early boll weevil control is needed.
- F. Make recommendations on early season control of boll weevils, thrips and other cotton insects.
- G. Have at least one 4-H Club meeting program on cotton insects and their control.

3. Summer

- A. Square infestation counts should be made by State and Federal workers, county agents and community entomologists.
- B. Field demonstrations on insect identification, infestation counts and proper application of insecticides.
- C. Timely radio programs, newspaper articles and circular letters on insect conditions and control.
- D. Field tours to study demonstrations and experiments on cotton insect control.
- E. Daily radio reports on weather conditions.

4. Fall

- A. Stress the importance of defoliation on preventing insect damage to young bolls.
- B. Promote a stalk destruction program to reduce insect populations.

Full use should be made of the following educational tools to stimulate the adoption of recommended practices:

- 1. Publications-yearly recommendations.
 - a. Plan of organizational set-up showing responsibility of each agency.
 - b. Yearly recommendations for insect and disease control.

2. Mimeographed information.
3. Posters, charts, exhibits at fairs, models.
4. Magazine articles.
5. Cotton letter or other circular letters.
6. Newspaper publicity, special editions.
7. Radio, spot announcements, recordings. (Sponsored program at set time and day each week so as to build up a listening audience for the program.)
8. Public meetings.
9. Individual contacts.
10. Slides and motion pictures.
11. Use of television where available.
12. Equipment displays at method demonstrations.
13. Result demonstrations.
14. Visits to Experiment Stations.

MARKETING COTTON AND COTTONSEED

Appraisal of the marketing situation indicated that consideration should be given to both immediate and longer time problems.

Since the early days of extension work, some attention has been given to the marketing of cotton and cottonseed. Educational programs, however, have been generally limited to work with producers on quality improvement, and selling on the basis of grade and staple value. Some work has been done from time to time by different States with local buyers. In recent years a well organized and intensive program has been carried on with ginners to improve the quality of ginning.

The 7-Step Cotton Educational Program initiated in 1946 recognized the need for better marketing methods and practices. Steps 6 and 7 dealing with picking, ginning and selling on the basis of grade staple and variety value, however, are aimed at educational work mostly with farmers and ginners. While the work with these groups is of vital importance and should be further developed, research and experience point to a definite need for broadening educational work on marketing to other groups and functions essential to improvement of the cotton and cottonseed marketing systems.

The movement of cotton from producers to mills involves a highly developed system, including many different groups and services. All of these groups--ginners, local buyers, warehousemen, compress operators, oil mills, central market merchants, mills and exporters--are concerned with improved methods and greater efficiency. With expanding research on cotton and cottonseed marketing problems, there is a real need and opportunity for broadening educational work to include all of the groups and services involved from the producers to oil and textile mills.

Marketing 16 Million Bales in 1951

The production of 16 million or more bales of cotton in 1951 and the accompanying volume of cottonseed will not place any undue burden on the

physical facilities for processing and marketing. There is sufficient gin, warehouse, compress and oil mill capacity to handle the lint and seed from a larger crop, provided the expansion is properly coordinated with the availability of facilities.

With an outlook for a strong demand for cotton in the 1951-52 season and an expected free market situation, farmers and ginners will need to pay more attention to orderly marketing and good marketing practices. The following recommendations on marketing are made for the consideration of the State extension services in their educational programs for the 1951 crop:

1. Discourage producers in expanding production beyond the capacity of processing and handling facilities in new areas and in areas that have been going out of cotton production.
2. Encourage producers to follow good harvesting and handling practices as a means of getting high quality and good gin preparation.
3. Encourage ginners to provide quality ginning services and aid them in improving efficiency in operations.
4. Aid farmers and ginners in obtaining and using Smith-Doxey classing service and market news as a guide to better marketing.
5. Encourage producers and local buyers to sell and buy cotton on the basis of quality of individual bales.
6. Help producers to assume a more active and responsible role in marketing by giving more time and consideration to selling.
7. Assist producers and ginners in obtaining and making full use of the weekly cottonseed price and grade reports in selling and buying seed according to quality.

Development of Long-Time Marketing Program

In view of the present limited educational work on marketing problems, the conference committees felt that consideration should also be given to laying the basis for developing a broader long-time program in this field.

There was insufficient time to prepare a proposed detailed marketing educational program for consideration of the State and Federal extension services. It was thought desirable, however, to outline the areas of work on marketing where it appears that more educational effort is needed. The areas of work suggested for consideration are as follows:

1. Work with producers on better harvesting practices and quality improvement.

2. Assisting producers, ginnerers, and local buyers to understand the importance of grade, staple and other quality factors and to make better use of available services of this type.
3. Intensive work with ginnerers on the improvement of the quality of ginning services should be continued and strengthened wherever possible.
4. Educational work with ginnerers should be expanded to include more emphasis on costs and efficiency of operations and on business organization and management problems.
5. Specific educational programs should be undertaken with local buyers and cotton merchants for the purpose of aiding them in developing a more efficient local marketing system and in improving local marketing practices.
6. Educational work on better packaging and sampling methods. Improved sampling methods are dependent upon research findings, but there is immediate opportunity for more work on improved wrapping, identification and uniform size and shape of bales.
7. Consideration should be given to developing educational programs with warehouse and compress operators on improving efficiency and operating practices. Research now in process in this field should serve as the basis for starting the development of an effective program.
8. Educational and demonstrational work on variety identification should be further developed and intensified. Mills are paying increasing attention to variety as a factor in purchasing cotton, but this practice cannot become effective until a practical variety identification system is put into general use.
9. The conference committees recommend that the State extension services give consideration to the establishment of one or more area marketing demonstration. Such demonstrations should be set up in cooperation with producers, ginnerers and merchants. Provision should be made for quality ginning, variety identification, better packaging, selling on the basis of quality and selling in as large lots as possible.

Other Recommendations

1. Basis Staple Length: The Memphis conference recommended that the State extension services and experiment stations analyze the need for raising the present basis staple length of 15/16 inches used in futures trading to a level that is more nearly representative of the average staple length of the U. S. Crop. This problem should be brought to the attention of the cotton trade generally and the cotton exchanges.

2. Organization and Personnel: The Memphis conference recommended that each State extension service in the major cotton States give consideration to the employment of a well qualified full-time cotton marketing specialist to develop and carry out educational work with the various trade groups and service agencies. Both the Texarkana and Memphis conferences recommended that the Federal Extension Service employ regional cotton marketing specialists to be located at strategic points in the Cotton Belt for work with central market agencies, trade organizations, and mills on problems that are belt-wide and cut across State lines. The regional specialists would develop and carry out their work in close cooperation with the State extension services and with other agencies and groups concerned.
3. Cotton Marketing Program Committee: All three conferences recommended that the Southern Directors Cotton Committee establish a subcommittee to work out a more detailed cotton marketing educational program for consideration by the Federal and State extension services. Such committee should include a representative group of extension workers, research people and people from USDA agencies concerned with cotton and cottonseed marketing. The subcommittee should make use of competent consultants from trade groups and other sources in developing a practical program. It is believed that when such a committee has completed its proposals that a belt-wide conference should be held to review the program and agree on what will be adopted and put into operation.

